***Insert Company Name***

**Human Resources Management Procedure**

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| ***General Instructions***   1. *Insert the company logo in the header.* 2. *Insert company name where indicated (“[insert company name]”).* 3. *Consider the guidance / follow the instructions given in the instruction boxes.* 4. *Review the Human Resources Management Procedure and customise accordingly, if required.* 5. *Delete the instruction boxes throughout when the document is completed, including this box.* |

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| **Document No.:** | XX |
| **Type of Document:** | Procedure |

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| **Version No.** | **Issue Date** | **REVIEWED by (Team Members)** | **Reviewed by**  **(Relevant Manager)** | **Approved** | **Signature** |
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NOTE:

This document is controlled whilst it remains on the system. Printed copies created from this document are deemed to be uncontrolled unless specifically identified as being controlled from the day of printing.

**Amendments**

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| *Instruction Box – Delete when complete*  General Instructions for Customisation and Compliance |
| This document provides a template from which your company can develop a Human Resources Management Procedure (HRMP) to provide guidance on how employees are hired and managed throughout the course of their employment.  Companies can use the HRMP template to establish and maintain a comprehensive human resource management system that aligns with the International Labor Organisation (ILO) and International Finance Corporation (IFC) Performance Standard (PS) 2: Labor and Working Conditions. PS2 aligns closely with ILO standards to ensure the ethical treatment of workers and effective management of labor issues across global businesses. The ILO and IFC PS2 both promote fair labor practices and safe working conditions, with PS2 aligning closely with ILO standards to ensure ethical treatment of workers and robust management of labor issues across global businesses. Adhering to PS2 benefits businesses by enhancing their reputation, attracting investors and talent, and reducing the risk of labor disputes and legal issues. It demonstrates a commitment to ethical practices, which can positively impact employee morale and productivity. Additionally, for companies seeking international financing, compliance with PS2 is often a prerequisite, making it essential for accessing international funding and expanding into global markets.  The template provides a structured framework for implementing key HR policies and practices, ensuring that all aspects of labor management, from recruitment to termination, are conducted ethically and in compliance with international labor standards. Companies should begin by customising the template to reflect specific company and the relevant national legal requirements, which includes adapting policies to address country-specific labor legislation and practices - where necessary - while maintaining consistency at a group level where appropriate.  The HRMP development for your company involves adapting this template to fit both group-wide and country-specific contexts. Companies must determine which policies can be standardised across the company (including subsidiaries/branches) and which need to be tailored to comply with national labor legislation. For example, leave policies and working hours might need adjustments to align with local regulations, while core principles such as fair treatment and safety standards can remain consistent across all locations. This requires a careful review of national legislation to integrate it appropriately into the HRMP for each country.  Ongoing monitoring and evaluation are important to ensure that the HRMP remains effective and compliant with evolving regulations. Companies should regularly review their HR practices, solicit feedback from employees, and update policies as needed to address any changes in national labor legislation or company requirements. Companies are also advised to delete any sections of the template that are not applicable to their specific context, ensuring the HRMP remains relevant and streamlined. This approach not only supports adherence to ILO and PS2 standards but also ensures that the HRMP is responsive to both global and local labor issues, enhancing overall company-wide performance.  You may choose to include contact details for key HR personnel, compliance officers, and other relevant contacts for queries or support.  Below is a list of useful resources to consider when drafting your Integrated Pest Management Plan:   * [IFC Performance Standards on E&S Sustainability (2012)](https://www.ifc.org/content/dam/ifc/doc/2010/2012-ifc-performance-standards-en.pdf) * All ILO conventions signed and ratified by the country, all ILO conventions covering core labour standards and all ILO conventions covering the basic terms and conditions of employment; and ILO C182 on the Worst Forms of Child Labour Convention |

# Purpose and Scope

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| *Instruction Box – Delete when complete*   * *Insert the company name where indicated throughout the document.* * *Describe the purpose of the HRMP which is to establish a structured and standardised approach to managing various HR functions within an organisation.* * *Define the scope of application of the HRMP and to who it applies to.* * *The section below is generic. Review and modify as required for your company.* |

This Human Resources Management Procedure (HRMP) provides a comprehensive framework for implementing an HRMP that aligns with the International Labor Organization (ILO) and International Finance Corporation (IFC) Performance Standard (PS) 2: Labor and Working Conditions as well as national and provincial legislation. It serves as a practical guide for developing, maintaining, and optimising HR practices, ensuring that all aspects of human resource management are conducted with fairness, transparency, and adherence to global best practices.

This HRMP serves as a valuable resource for employees of (Insert Company Name]. It details guidelines, and procedures that govern various aspects of employment across all the types of employment in the company.

# Objectives

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| *Instruction Box – Delete when complete*   * *Define the scope of application of the HRMP and what it aims to achieve.* * *Define the HRMP as a comprehensive guide for managing human resources in line with international standards. It should outline policies, procedures, and practices that aim to ensure fair treatment of employees, safeguard their rights, and promote their well-being.* * *The section below is generic. Review and modify as required for your company.* |

The objectives of the HRMP are to:

* Standardise HR management in accordance with ILO and IFC PS2 standards;
* Provide guidelines for managing employee relations, recruitment, compensation, training, and development;
* Promote transparency and consistency in HR policy application across all company levels; and
* Encourage a safe, inclusive, and supportive work environment.

# Legal and International Requirements

## National Laws and Regulations

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| *Instruction Box – Delete when complete*   * *Review country and local legislation relating to the HRMP and incorporate as may be required into this section.* * *List all relevant laws and regulations below.* |

The HRMP has been developed to conform to the following national laws and regulations, such as:

* Acts relating to labor and working conditions E.g., Basic Conditions of Employment Act;
* [insert all relevant legislation]

## International Standards and Guidelines

|  |
| --- |
| *Instruction Box – Delete when complete*   * *List all relevant international standards and guidelines and delete any below that are not applicable.* * *The section below is generic. Review and modify as required for your company.* |

The HRMP has been developed to conform to the following international standards and guidelines:

* IFC PS on E&S Sustainability (2012). The most salient PS related to assessing and monitoring health impacts are listed below:
  + Performance Standard 2 – Labor and Working Conditions: PS2 requires businesses to respect workers' rights to freedom of association, prevent forced and child labor, and address grievances effectively while providing appropriate working conditions and compensation. PS2 focuses on labor and working conditions, providing guidelines to ensure businesses manage their workforce fairly and ethically. Its objectives include promoting non-discrimination and equal opportunity, maintaining safe and healthy working environments, protecting workers' rights, and ensuring clear, fair employment terms. PS2 aligns closely with ILO standards to ensure the ethical treatment of workers and effective management of labor issues across global businesses.
* International Labor Organization: The ILO's standards are aimed at ensuring fair treatment, safe working conditions, and equitable opportunities for workers worldwide, while also fostering stable, inclusive, and productive economies. They are set forth in 189 conventions and treaties, of which eight are classified as fundamental according to the 1998 Declaration on Fundamental Principles and Rights at Work; together they protect freedom of association and the effective recognition of the right to collective bargaining, the elimination of forced or compulsory labor, the abolition of child labor, and the elimination of discrimination in respect of employment and occupation. The ILO is a major contributor to international labor law.

# Other Relevant References

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| *Instruction Box – Delete when complete*   * *List all relevant documents which are referred to in this document and / or which supported the drafting of this document.* * *Modify/delete/add to the list as required.* |

This HR Management Procedure should be read together with the following documents:

* [insert company name] Code of Conduct;
* [insert company name] Internal Grievance Mechanism;
* [insert company name] Recruitment Policy;
* [insert company name] Child Labor Policy;
* [insert company name] Freedom of Association Policy; and
* [insert company name] HR Policy.
* etc

# Definitions

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| *Instruction Box – Delete when complete*   * *The table below includes a list of definitions of terms used in the document. Modify/delete/add to as required.* |

| **Term** | **Definition** |
| --- | --- |
| Child Labor | Work that deprives children of their childhood, their potential and their dignity, and that is harmful to physical and mental development |
| Compassionate Leave | A type of leave from work granted to employees to deal with personal or family emergencies, such as the serious illness or death of a close relative or friend. |
| Employee Engagement | Refers to the emotional commitment employees have toward their organization, its goals, and values, leading to higher motivation, productivity, and retention. To effectively implement employee engagement, companies should foster a positive and inclusive workplace culture by creating open communication channels, recognizing employee achievements, and offering growth opportunities. Regular engagement activities like feedback surveys, team-building exercises, and leadership forums are essential to maintain high engagement levels. |
| Equal Opportunity | The principle that every individual has an equal opportunity to pursue employment based on merit, without discrimination based on personal characteristics such as gender, race, age, religion, disability, or any other protected attribute. |
| Freedom of Association | The right of workers and employees to form and join organizations of their own choosing is an integral part of a free and open society |
| Forced Labor | All work or service which is exacted from any person under the threat of a penalty and for which the person has not offered himself or herself voluntarily |
| Gender Equality | Refers to the equal rights, responsibilities and opportunities of women and men. Gender equality aims to eliminate stereotypes, biases, and societal norms that limit opportunities and freedoms based on gender, promoting fairness and equal access to resources such as education, employment, healthcare, and political participation. |
| Gender Equity | Gender equity refers to the fair treatment of individuals of all genders, acknowledging that different genders may have different needs, challenges, and opportunities. It focuses on ensuring that everyone has access to the resources, opportunities, and support they need to achieve equality. Unlike gender equality, which strives for the same treatment for all, gender equity involves taking specific actions to correct imbalances or disadvantages that different genders may face, particularly those historically marginalized, such as women and non-binary individuals |
| Performance Improvement Plans | A formal document that outlines an employee's performance deficiencies, along with a timeline and goal-oriented plan to help them improve. |
| Performance Management and Engagement | Involves creating a work environment where employees are empowered to excel and contribute to the company's success. This includes respecting the freedom of association, allowing employees to join or form unions, and engaging in collective bargaining. Additionally, implementing engagement mechanisms such as employee surveys, feedback channels, and open-door policies ensures that employees' voices are heard and their concerns addressed. These practices foster a culture of transparency and mutual respect, driving both individual and company performance. |
| Short-term / Contracted Employees | A person employed for a determined period of time. A contract of employment for a determined period of time has an agreed date of termination, being either a specific calendar date or the occurrence of a specific event. Usually, a fixed term contract of employment is for a specific timebound project or for a role required for a short period (e.g., a year or less). |

# Abbreviations and Acronyms

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| --- |
| *Instruction Box – Delete when complete*   * *The table below includes a list of abbreviations and acronyms which are referred to in the document. Modify/delete/add to as required.* |

| **Abbreviations and Acronyms** | **Definition** |
| --- | --- |
| GBVH | Gender-based violence or harassment |
| HR | Human Resources |
| HRMP | Human Resources Management Plan |
| IFC | International Finance Corporation |
| ILO | International Labor Organisation |
| PIP | Performance Improvement Plans |
| PS | Performance Standard |
| SOP | Standard Operating Procedure |

# HR Management Procedures

## Organisational Structure (Organogram) and Workforce Planning

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| *Instruction Box – Delete when complete*   * *Detail the organisational structure, including roles and responsibilities within the HR department and other key departments, to provide clarity on reporting lines.* * *The section below is generic with an example of an organogram/company structure diagram. Review and modify as required for your company.* |

See the company’s organogram (**Figure 6‑1**), which provides a structured overview of our company’s hierarchy, roles, and reporting lines. Understanding the organogram is essential for every employee, as it illustrates how various departments and functions interconnect, supporting our collaborative efforts toward shared goals.

The organogram serves as a roadmap to identify key contacts within the company, facilitates effective communication channels, and enables staff to navigate decision-making pathways with ease. Familiarity with the structure also enhances cross-departmental collaboration, clarifying each team’s contribution to our overall mission.

Updates to the organogram will be periodically reviewed and communicated, ensuring it reflects our evolving organization and supports seamless internal alignment.

**Figure 7.1: HR Organogram**

## Recruitment and Selection

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| *Instruction Box – Delete when complete*   * *Clearly outline the procedures management should follow to initiate the recruitment process. This needs to include details on the following: recruitment, employee appointments, induction, probation, appointment, induction, probation, internal promotions, medical psychometric examination, short-term / contracted employees – employee contract renewals.* * *Include a link to the Recruitment Policy [if applicable].* * *Include a link to the Child Labor Policy [if applicable].* * *Include a link to the Freedom of Association Policy [if applicable].* * *The section below is generic. Review and modify as required for your company* |

**7.2.1 Job Description**

At [insert company name], every role is accompanied by a detailed Job Description, which outlines the responsibilities, required qualifications, skills, and reporting structure for each position. The Job Description serves as a guide for employees to understand their duties and expectations, as well as a foundation for performance evaluations and career development. All job descriptions should be reviewed and updated regularly to reflect any changes in responsibilities or company needs.

**7.2.2 Recruitment Process**

[insert company name] follows a structured and transparent recruitment process to attract and select the best talent. This process involves multiple stages, including advertising the vacancy, shortlisting candidates, conducting interviews, and performing necessary background checks. Our recruitment procedures are designed to ensure fairness, diversity, and equal opportunity for all applicants. All steps are in alignment with relevant employment laws and company policies to ensure the selection of candidates who meet the required qualifications and fit with the company’s culture.

**7.2.3 Appointment**

Upon selection, candidates will receive an official offer of employment from [insert company name]. The appointment will be confirmed once the candidate accepts the offer and completes all necessary documentation. The terms and conditions of employment, including salary, benefits, and other contractual agreements, will be clearly outlined in the employment contract provided to the employee. The employee will be assigned to their designated position and department based on the terms of their appointment.**7.2.4 Induction**

[insert company name] provides a comprehensive induction program for all new employees to ensure a smooth transition into their roles. The induction program includes an introduction to company policies, procedures, and values, as well as an overview of the team and department structure. New hires will also receive training on health and safety regulations, workplace culture, and their specific job responsibilities. The induction process is designed to help employees understand their role and align with [insert company name]'s objectives from day one.

**7.2.5 Probation**

New employees at [insert company name] will undergo a probationary period, which typically lasts [insert duration, e.g., 3 months]. During this period, the employee's performance, conduct, and suitability for the role will be assessed. The probation period allows both the employee and the company to evaluate the fit within the role and organizational culture. At the end of the probationary period, a formal review will take place to determine whether the employee will be confirmed in their position, extended for a further probation period, or have their employment terminated.

**7.2.6 Internal Promotions**

[insert company name] encourages the growth and development of its employees and provides opportunities for internal promotion whenever possible. Internal candidates will be considered for available positions, and promotions will be based on performance, qualifications, and potential for further growth within the company. Employees interested in applying for a promotion are encouraged to discuss their aspirations with their line manager, who will provide guidance on the steps required to prepare for promotion opportunities.

**7.2.7 Medical and Psychometric Examination**

As part of the recruitment process, [insert company name] may require new hires to undergo medical and psychometric examinations to ensure their ability to perform the duties associated with their role. These examinations will be conducted in compliance with relevant laws and regulations. The results of the medical and psychometric examinations will be kept confidential and used solely for the purpose of evaluating the employee's fitness for employment. Any concerns arising from these examinations will be discussed with the employee confidentially.

**7.2.8 Short-term / Contracted Employees - Employment Contract Renewals**

[insert company name] may hire employees on short-term or contracted arrangements to fulfill specific projects or temporary needs. Employment contracts for short-term or contracted employees will outline the duration of employment, the terms and conditions of the contract, and any specific expectations for the role. If the contract is set to expire and there is a need for continuation, [insert company name] will assess the employee’s performance and the company’s needs before offering a renewal or extension of the contract. Renewals will be made based on mutual agreement and in compliance with relevant labor laws.

## Working Hours

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to working hours applicable to your company. Note that working hours are subject to local laws and regulations.* * *Include company requirement on the following: working hours, overtime, flexibility and attendance and breaks.* * *Outline the standard working hour schedules for all employees. Specify whether hours are based on the number of hours per week or day, or by defining the start and end times for each workday.* * *Define the circumstances under which overtime may be required, the procedure for obtaining prior approval from a supervisor, and how overtime will be compensated. Overtime compensation should be in accordance with applicable labor laws and company policies, and, where relevant, linked to any Collective Agreements (if applicable).* * *Also include breaks and flexible work arrangements, that should be coordinated with supervisors to minimize disruption to operations and ensure that employees understand they should adhere to designated break times and working schedules.* * *Outline the procedure employees must follow if they are unable to attend work, including the method and specific timeline for notifying their immediate supervisor, such as before the shift starts or within a defined number of hours after the scheduled start time. Specify any required documentation for absences, such as medical certificates or written explanations, ensuring compliance with local labor laws and company policies.* * *Include a link to the Forced Labor Policy [if applicable].* * *Include a link to the Working Hours Policy [if applicable].* * *Include a link to any Collective Agreements, if in place and if such refers to overtime.* * *The section below offers guidance on how to write each clause or policy. Develop as required for your company.*   *The section below is generic. Review and modify as required for your company.* |

**7.3.1 Standard Working Hours**

The standard working hours for all employees are set at [insert number] hours per week, typically from [insert start time] to [insert end time] on [insert days of the week]. The company may adjust working hours as needed to meet operational requirements, provided that such adjustments comply with local labor laws and employees are given reasonable notice. Employees must adhere to their scheduled working hours unless prior approval for modifications has been obtained from their supervisor.

**7.3.2 Overtime**

Overtime may be required based on operational needs and will be compensated in accordance with local labor laws and company policies. Employees must obtain prior approval from their supervisor before working overtime. Overtime compensation will be calculated at [insert overtime rate] for hours worked beyond the standard working hours. Where applicable, overtime will also be subject to any relevant collective agreements, and all overtime hours must be recorded accurately by the employee and supervisor.

**7.3.3 Flexibility and Breaks**

The company recognizes the importance of work-life balance and offers employees the opportunity to request flexible working arrangements. These requests will be considered based on operational needs and management approval. Employees are entitled to [insert break duration] during their working day. Breaks should be taken at designated times, as determined by their supervisor, to minimize disruption to business operations. Employees must comply with the break schedule and ensure they return to work on time.

**7.3.4 Attendance**

Employees are expected to maintain regular attendance and punctuality in order to ensure smooth operations. If an employee is unable to attend work due to illness, emergency, or any other valid reason, they must notify their supervisor as soon as possible, and no later than [insert number] hours after the scheduled start time. In the event of prolonged absence, employees may be required to provide appropriate documentation, such as a medical certificate. Unexcused or excessive absenteeism may result in disciplinary action, as outlined in the company’s Attendance Policy.

## Absenteeism and Leave

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| --- |
| *Instruction Box – Delete when complete*   * *Describe the procedures related to applying for absence and the various leave types offered by your company (e.g. annual leave, sick leave, compassionate leave, maternity leave, paternity leave, and leave without pay . Note that leave is often described in the local laws and regulations. Be clear about the procedures for applying for leave, including submission timelines and approval processes.* * *Include a link to the various leave policies and templates [where applicable].* * *See Annex A for a leave application form template.* * *For annual leave, clearly state the number of paid annual leave days employees are entitled to each year, in accordance with local labor laws. Outline how employees should submit leave requests, including submission deadlines and whether approval depends on operational requirements. Specify if unused annual leave can be carried over and for how long.* * *For sick leave, specify the number of paid sick leave days per year, as per local regulations. Include clear instructions on how employees should notify their supervisor when they are ill and what documentation is required if they are absent for more than consecutive days (e.g., a medical certificate). Ensure that the procedure for submitting sick leave requests is described (e.g., using the leave form in Annex A upon returning to work).* * *For compassionate leave, describe the entitlement for paid compassionate leave in the event of the death or serious illness of an immediate family member (e.g., spouse, child, parent, or sibling). Specify how much compassionate leave is offered and whether additional unpaid leave may be requested. Include instructions on how to submit requests for compassionate leave (e.g., using the leave form in Annex A) and whether approval will be subject to operational needs. Clarify that proof of the event (e.g., a death certificate or medical certificate) may be required.* * *For maternity leave, outline the number of weeks of paid maternity leave in accordance with local laws. This should apply equally to adopting or commissioning mothers. Employees should notify their supervisor and HR as early as possible and provide the required documentation (e.g., a medical certificate with expected delivery dates). Specify whether maternity leave can start up to a certain number of weeks before the expected delivery date, and whether extensions are allowed in case of medical complications. Clarify the process for requesting leave before the delivery date and the approval process, which should account for operational needs unless health reasons dictate otherwise.* * *For paternity leave, define the number of days of paid paternity leave male employees are entitled to in the event of the birth or adoption of a child. Provide clear instructions on how employees should submit their requests, including the required documentation (e.g., birth or adoption certificate). Specify any time frames within which paternity leave should be taken (e.g., within [insert timeframe] of the birth or adoption).* * *For leave without pay, specify the conditions under which employees can request unpaid leave, either for personal reasons or after exhausting their paid leave entitlements.* * *State the process for requesting unpaid leave, including submission of the appropriate form (e.g., leave form in Annex A), and the approval process. Highlight that approval will be on a case-by-case basis, depending on operational needs. Also, clarify that employee benefits may be suspended or altered during unpaid leave, in line with local regulations and company policy.* * *For excessive absenteeism, provide guidelines on what constitutes excessive absenteeism, both excused and unexcused, and its impact on team and company performance. Specify that employees with excessive absenteeism may be required to provide supporting documentation (e.g., medical certificates). Make it clear that chronic absenteeism could lead to disciplinary action, including termination of employment. Include a provision that employees who fail to report to work for [insert number] consecutive days without prior notification will be considered to have voluntarily resigned, unless exceptional circumstances are justifying the absence.* * *The section below is generic. Review and modify as required for your company.* |

**7.4.1 Annual Leave**

Employees are entitled to [insert number] days of paid annual leave per financial year, in accordance with local labor laws. Leave requests must be submitted in writing using the leave form attached in **Annex A**, at least [insert number] days in advance. The request is subject to management approval based on operational needs. Unused annual leave may be carried over to the following year, up to a maximum of [insert number] days, as permitted by local regulations. Employees are encouraged to take their annual leave within the current calendar year to promote work-life balance.

**7.4.2 Sick Leave**

Employees are entitled to [insert number] days of paid sick leave per year, as mandated by local laws. Employees must notify their supervisor as soon as possible in the event of illness. If the employee is absent for more than [insert number] consecutive days, a medical certificate from a licensed healthcare provider must be provided. Sick leave requests should be submitted in writing upon return to work, using the leave form attached in **Annex A**. The company reserves the right to request additional documentation for any absence due to illness, as deemed necessary.

**7.4.3 Compassionate Leave**

Employees are entitled to [insert number] days of paid compassionate leave in the event of the death or serious illness of an immediate family member, including spouse, child, parent, or sibling. Employees should submit compassionate leave requests in writing, using the leave form in **Annex A**, to their supervisor. If the compassionate leave request is not an emergency, it will be subject to management approval based on operational needs. Proof of the reason for compassionate leave, such as a death certificate or medical certificate, must be provided when applicable. Additional unpaid leave may be requested and will be considered on a case-by-case basis.

**7.4.4 Maternity Leave**

Female employees are entitled to [insert number] weeks of paid maternity leave, in accordance with local labor laws. This entitlement also applies to adopting or commissioning mothers. Employees should inform their supervisor and HR of their pregnancy/adoption/commissioning allowing reasonable notice. This is done through discussion and via a written request using the leave form in **Annex A**. This request must include the expected maternity leave dates and a medical certificate indicating the expected date of childbirth. Maternity leave may commence up to [insert number] weeks before the expected delivery date. In cases of medical complications, maternity leave may be extended, subject to local regulations. Where maternity leave is requested before the birth, adoption, or receipt of the child, it will be subject to management approval, considering operational needs, unless a medical professional recommends the leave. should include the expected maternity leave dates, along with a medical certificate indicating the expected date of childbirth. Maternity leave may begin up to [insert number] weeks before the expected delivery date and may be extended in the case of medical complications, subject to local regulations.

**7.4.5 Paternity Leave**

Male employees are entitled to [insert number] days of paid paternity leave upon the birth or adoption of a child, in line with local laws. Employees must submit a written request using the leave form in **Annex A**, including the supporting documentation such as a birth or adoption certificate. Paternity leave should be taken within [insert timeframe] of the child's birth or adoption. Requests for paternity leave should be submitted as early as possible to facilitate management approval based on operational needs.

**7.4.6 Leave Without Pay**

Employees may request unpaid leave for personal reasons or if paid leave entitlements have been exhausted. Requests for unpaid leave should be submitted in writing using the leave form attached in Annex A. Each request will be reviewed on a case-by-case basis, and approval will depend on business needs and operational requirements. While on unpaid leave, employee benefits may be suspended or modified as per local regulations and company policies.

**7.4.7 Excessive absenteeism**

Excessive absenteeism, whether excused or unexcused, negatively impacts the performance of the employee’s team and the overall functioning of the company. Employees with excessive absences may be required to provide a medical certificate or other supporting documentation to explain the reason for their absenteeism. Chronic absenteeism may result in progressive disciplinary action, which may include termination of employment. Employees who fail to report to work for [insert number] consecutive days without notifying their supervisor will be considered to have voluntarily resigned from their position, unless there are exceptional circumstances that justify the absence.

## Remuneration and Benefits

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| --- |
| *Instruction Box – Delete when complete*   * *Describe the procedures related to remuneration applicable to your company. All remuneration, loans, allowances, benefits, and social security policies are subject to local labor laws and regulations. Where discrepancies arise, the provisions of the applicable local laws will take precedence.* * *Include a link to the Remuneration Policy [if applicable].* * *Ensure that remuneration, loans, allowances, benefits, and social security provisions are aligned with local labor laws and regulations. Always ensure fairness and transparency in the distribution of these benefits.* * *Clearly define the criteria for salary adjustments, such as individual performance and cost-of-living changes.* * *Clearly define which employees are eligible for certain benefits and allowances. Specify the methods of payment or reimbursement and whether such allowances are taxable.* * *Define the details of remuneration and benefits to employees and include references to the company’s policy documents, which may be updated over time. Include instructions on where employees can access more information.* * *The section below is generic. Review and modify as required for your company.* |

**6.5.1 Remuneration**

The company is committed to providing fair and competitive remuneration in accordance with the role, experience, and responsibilities of each employee. Employees will receive their salary on a monthly basis, payable on or before the [insert date] of each month, directly into their nominated bank account. Salaries are reviewed annually and may be adjusted based on individual performance, company performance, and market conditions.

**6.5.2 Loans and Advances**

Employees may request salary advances or loans for personal emergencies, subject to company policy and approval. Such requests must be submitted in writing to the Human Resources department. Salary advances are typically limited to [insert number] months of basic salary and must be repaid within [insert repayment period] through monthly payroll deductions. Any outstanding balance will be deducted from the employee's final payment upon termination or resignation.

The company reserves the right to approve or deny loan or advance requests based on the employee’s repayment capacity and the company’s financial policies.

**6.5.3 Allowances and Benefits**

The company provides a range of allowances and benefits to support employees' well-being and enhance job satisfaction. These may include, but are not limited to:

* Housing Allowance: [Provide a description or range, if applicable]
* Transport Allowance: A transport allowance may be provided to cover commuting expenses.
* Meal Allowance: Employees may receive a daily meal allowance while on duty.
* Medical Benefits: The company provides medical insurance coverage for employees and their immediate family members as per company policy.
* Retirement Benefits: Employees are eligible for retirement benefits as outlined in local regulations or company policy.

Allowances and benefits are subject to the role, location, and applicable labor laws. Full details of available benefits are outlined in the company’s benefits package document, which may be updated from time to time.

**6.5.4 Social Security**

The company complies with all applicable social security regulations, contributing to government-mandated social security programs on behalf of employees. These contributions may cover pension schemes, unemployment benefits, health insurance, and other forms of social protection, depending on local laws.

Employee contributions will be automatically deducted from their monthly salary as required by law. The company will also contribute the employer’s portion, in line with the applicable social security legislation. Employees are encouraged to familiarize themselves with their social security entitlements and can contact Human Resources for more information or assistance with social security matters.

## Training and Development

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to Training and Development.* * *Include a link to the Training and Development Policy [if applicable.]* * *Highlight the company’s commitment to the professional growth of its employees. The HRMP should reflect a comprehensive approach that includes both formal and informal training opportunities, tailored to enhance skills and promote career progression. Training should be aligned with the company’s strategic objectives. For example, leadership development programs should be designed to identify future leaders and prepare them for senior roles in the company.* * *Define the processes for applying for training, the criteria for selection (e.g., performance, role requirements), and approval procedures. It’s important to clearly specify any conditions tied to training, such as repayment obligations for sponsored training.* * *Differentiate between mandatory training (e.g., compliance, safety) and optional (e.g., personal development, leadership programs). Be explicit about which training courses are required and which are available at the employee’s discretion.* * *Include provisions for evaluating the effectiveness of training programs and encourage feedback from employees to continuously improve the offerings.* * *Define approaches to capacity-building, including mentoring, job rotation, and online learning options. These should cater to different learning preferences and be accessible across various locations or departments.* * *The section below is generic. Review and modify as required for your company.* |

The company is committed to the professional growth and development of its employees. We provide opportunities for training, capacity building, and continuous learning to enhance skills, improve performance, and promote career development. The following are key areas of training and development available to employees:

**6.6.1 Sponsored Training**

The company may sponsor employees to attend external training programs, workshops, seminars, or academic courses relevant to their roles and career growth. Sponsored training is designed to help employees acquire new skills or improve existing competencies aligned with the company’s strategic objectives.

Employees selected for sponsored training must adhere to the following conditions:

* Eligibility: Training sponsorship is typically offered based on the employee's performance, role requirements, and the relevance of the training to their duties.
* Approval Process: Employees must submit a formal request to their supervisor or department head for review. Final approval is granted by the Human Resources department.
* Repayment Agreement: In cases where significant costs are involved, the company may require the employee to sign a repayment agreement, stipulating that the employee remains with the company for a specified period post-training or reimburse the company for training expenses if they leave prematurely.

**6.6.2 On-the-Job Training and Awareness Raising**

The company regularly conducts on-the-job awareness sessions aimed at ensuring employees stay informed about important work-related topics, including health and safety, compliance, industry updates, and new company policies or processes. These sessions are typically led by internal or external experts and may include:

* Health and Safety Workshops: Focusing on safety protocols, equipment handling, and emergency response.
* Compliance and Regulatory Updates: Providing information on local laws, regulations, and industry standards that impact operations.
* Skills Refresher Training: Aimed at reinforcing key skills or introducing new tools and methodologies for improving productivity.

Attendance at these sessions is mandatory unless otherwise specified by management.

**6.6.2 Other Capacity-Building Approaches**

To further enhance employee capabilities, the company offers additional development opportunities through the following approaches:

* Mentoring and Coaching: Employees may be paired with senior colleagues or external experts for mentoring and coaching, fostering career growth and providing support on specific skill areas or projects.
* Job Rotation and Cross-functional Assignments: Employees may be given the opportunity to work in different departments or teams to gain broader experience and build versatile skill sets.
* E-learning and Online Courses: Employees can access a variety of online training resources, including e-learning platforms, webinars, and self-paced courses. These resources allow employees to enhance their knowledge at their convenience.
* Leadership Development Programs: For employees in managerial roles or identified as potential leaders, the company provides specialized programs to develop leadership skills, decision-making capabilities, and strategic thinking.

**6.6.3 Training Evaluation and Feedback**

All training programs will be evaluated to ensure their effectiveness. Employees are encouraged to provide feedback on training sessions and discuss how the training has benefited their role with their supervisors. This feedback helps the company continuously improve its training offerings.

## Employee Engagement and Performance Management

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| *Instruction Box – Delete when complete*   * *Describe the various communication methods related to Employee Engagement.* * *Describe the procedures related to Performance Management.* * *Outline the company’s commitment to a culture where employees feel valued, included and able to contribute to the Company’s mission and vision through various engagement channels.* * *List the various channels for engagement that are available to employees, e.g., team building activities, surveys, company-wide engagement forums, wellness programmes, recognition programmes, working groups/committees, etc.* * *Describe the Company’s performance management process. The process should include an employee performance objective-setting process and a performance review process, completed at least annually. The performance review should cover the following activities: employee self-assessment, manager assessment, manager-employee feedback discussions, and options for reward and recognition and/or improvement plans.* * *The section below is generic. Review and modify as required for your company.* |

**6.7.1 Employee Engagement**

The company values and promotes an environment where employees are actively engaged in their work and feel a strong connection to the company’s mission, vision, and values. Employee engagement is integral to fostering a positive workplace culture, improving job satisfaction, and driving organizational success.

Engagement Activities:

The company will regularly organise employee engagement initiatives, such as:

* Team-building Activities: These may include offsite retreats, team sports, and collaborative events designed to strengthen relationships among colleagues.
* Employee Surveys: Periodic surveys will be conducted to gather employee feedback on the work environment, job satisfaction, and management practices. Employee input will be used to identify areas of improvement and enhance the overall work experience.
* Recognition Programs: The company will recognize and reward outstanding performance, commitment, and innovation through employee recognition programs. This may include employee of the month awards, spot bonuses, and other forms of acknowledgment.
* Town Halls and Open Forums: Regular company-wide meetings will be held to update employees on business performance, upcoming projects, and strategic initiatives. These forums will provide employees with the opportunity to voice their opinions and ask questions directly to leadership.
* Communication and Collaboration: The company encourages open communication and collaboration at all levels of the organisation. Employees are invited to share ideas, suggest improvements, and participate in decision-making processes. Cross-functional teams and working groups may be formed to facilitate innovation and address specific business challenges.
* Wellness and Work-life Balance: To support employee well-being and work-life balance, the company offers various wellness programs, including health initiatives, mental well-being workshops, and flexible work arrangements where applicable. A healthy work-life balance is essential for sustaining long-term engagement and productivity.
* Leadership Involvement: Management is committed to fostering an engaging workplace by being accessible, transparent, and responsive to employee needs. Leaders will actively participate in engagement efforts, providing support, feedback, and guidance to help employees achieve their personal and professional goals.
* Continuous Improvement: The company regularly reviews and updates its employee engagement practices to ensure they remain effective and aligned with employee needs and business goals. Employees are encouraged to actively participate in engagement efforts and contribute to making the company a great place to work.

**6.7.2 Performance Management**

The company is committed to fostering a culture of continuous improvement and growth through a structured Performance Management process. Performance management is designed to ensure employees are effectively contributing to the company’s objectives while developing their skills and career paths. The company’s approach to performance management is based on clear communication, goal setting, regular feedback, and professional development.

Performance Objectives: At the beginning of each performance cycle, employees will work with their managers to set individual performance objectives aligned with the company’s strategic goals. These objectives will be specific, measurable, achievable, relevant, and time-bound (SMART) and will serve as a benchmark for evaluating performance throughout the cycle.

Performance Reviews: Formal performance reviews will be conducted on an annual basis, or as required, to assess employees’ achievements, areas for improvement, and progress toward set objectives. The performance review process includes:

* Self-assessment: Employees are encouraged to reflect on their own performance and submit a self-evaluation to their manager.
* Manager Evaluation: Managers will assess the employee’s performance against agreed-upon objectives and provide constructive feedback.
* Development Discussion: Employees and managers will discuss strengths, areas for improvement, and future career development opportunities during the review meeting.
* Mid-year or quarterly reviews may also be held to track progress, adjust goals, and ensure continuous alignment with business needs.

Ongoing Feedback: Managers are encouraged to provide ongoing, informal feedback throughout the year. This feedback is intended to offer guidance, acknowledge successes, and address any areas that may need improvement. Employees are also encouraged to seek feedback from their supervisors and peers to enhance their performance.

Performance Improvement Plans (PIP): In cases where an employee’s performance does not meet the company’s expectations, a PIP may be implemented. The PIP outlines specific areas for improvement, support measures, and timelines for achieving the required performance levels. Employees on a PIP will work closely with their manager to track progress and make the necessary improvements. Failure to meet the terms of a PIP may result in further disciplinary action, up to and including termination of employment, in accordance with company policy and applicable labor laws.

Recognition and Rewards: Employees who consistently exceed performance expectations may be eligible for recognition and rewards. These may include bonuses, promotions, or other forms of acknowledgment for exceptional contributions to the company’s success.

Confidentiality and Fairness: The company is committed to maintaining fairness and transparency in the performance management process. All evaluations and discussions related to employee performance will be conducted with confidentiality and in accordance with equal opportunity principles, without discrimination on the basis of race, gender, ethnicity, or other protected characteristics.

## Retrenchment Process

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| *Instruction Box – Delete when complete*   * *Briefly describe the retrenchment process as detailed in the company Retrenchment Management Procedure. The retrenchment process should be compliant with local labour laws and regulations.*   *The section below is generic. Review and modify as required for your company* |

The company's Retrenchment Management Procedure outlines a structured and fair process to manage situations where workforce reductions are necessary. This process is designed to ensure transparency, compliance with labor laws, and consideration for the well-being of affected employees. The Retrenchment Management Procedure includes guidelines for consultation with relevant stakeholders, criteria for selection, notification procedures, and options for support and assistance, such as counselling and career transition services. By following this policy, the company is committed to conducting any retrenchments with integrity, minimising impact on employees, and providing them with resources to support their transition. For more information, please refer to the Retrenchment Management Procedure (insert procedure number).

## Code of Conduct and Disciplinary Action

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| *Instruction Box – Delete when complete*   * *Describe what the company expects in terms of behaviour and code of conduct.* * *Include a link to the Company Code of Conduct [if applicable].* * *Include a link to the Company Disciplinary Procedure [if applicable].* * *Outline the key objectives of the Code of Conduct specific to your company. These might include maintaining ensuring employee safety and wellbeing, upholding ethics and professionalism in the workplace, etc.* * *List all expectations of employees under the Code of Conduct. These are specific to the company but would typically include respect, commitment to non-discrimination and zero tolerance for harassment, professionalism, honesty/ethical conduct, confidentiality, and adherence to company policies.* * *State the actions and/or behaviours that will trigger disciplinary action (e.g., misconduct, non-compliance with company policies, poor performance, etc.). Categorise these actions and behaviours according to their severity. This will ensure transparency in the application of the Disciplinary Procedure.* * *Clearly list the actions that will be taken in the event of misconduct, based on the severity of the offence or repeat offences. Possible actions should include verbal and written warnings, suspension and/or termination. Suspension and/or termination should only be applied in the case of repeated offences and/or gross misconduct.* * *Provide the option for the employee to appeal a disciplinary measure and provide details on the process to submit an appeal and the timelines for review and feedback on the appeal.* * *Commit to non-discrimination in the application of all aspects of the disciplinary procedure.* * *The section below is generic. Review and modify as required for your company.* |

**6.9.1 Code of Conduct**

The company is committed to maintaining a professional, respectful, and ethical work environment where all employees are expected to adhere to the highest standards of conduct. The Code of Conduct outlines the expectations for employee behaviour in the workplace, including but not limited to:

* Respect and Professionalism: Employees must treat colleagues, clients, and stakeholders with respect, dignity, and professionalism at all times.
* Integrity and Honesty: Employees must act with honesty and integrity in all business dealings, maintaining ethical standards and complying with company policies and applicable laws.
* Confidentiality: Employees must protect and maintain the confidentiality of sensitive company information and that of its clients, unless authorized to disclose such information.
* Workplace Safety: Employees must follow all safety procedures and guidelines to maintain a safe and healthy work environment.
* Compliance with Policies: Employees are required to follow all company policies, procedures, and rules, including those related to attendance, performance, use of company property, and interactions with clients.

Failure to adhere to the Company Code of Conduct may result in disciplinary action as outlined in the company's disciplinary procedure.

**6.9.2 Disciplinary Action**

The company strives to handle disciplinary matters fairly and consistently. Disciplinary actions will be applied in cases of misconduct, non-compliance with company policies, or poor performance. The process aims to correct behaviour, prevent a recurrence, and ensure that workplace standards are upheld.

Misconduct may be categorised as minor or major, including but not limited to:

* Minor Misconduct: Tardiness, unexcused absenteeism, failure to meet performance standards.
* Major Misconduct: Theft, fraud, harassment, gross insubordination, violation of safety procedures, or breach of confidentiality.

Disciplinary Procedure

The following steps will be applied progressively, depending on the severity of the issue:

* Verbal Warning: For minor offences, a verbal warning may be issued, and the employee will be advised on how to correct their behaviour.
* Written Warning: If the issue persists or a more serious offence is committed, a formal written warning will be issued and recorded in the employee’s file.
* Final Written Warning: In cases of continued non-compliance or serious misconduct, a final written warning will be given, indicating that further infractions could result in termination.
* Suspension or Termination: For repeated offences or gross misconduct, the company may suspend the employee without pay, or terminate employment immediately, in accordance with applicable labor laws.
* Fair Hearing and Investigation: Before any disciplinary action is taken, the company will conduct a thorough investigation to gather facts and provide the employee with an opportunity to explain their actions. Disciplinary measures will be applied objectively, without bias or discrimination, and in line with local laws and regulations.
* Appeals Process: Employees have the right to appeal disciplinary decisions. Appeals must be submitted in writing within [insert number of days] days of receiving the decision. The appeal will be reviewed by a senior manager or designated committee, and a final decision will be communicated in writing.

## Equal Opportunity and Non-Discrimination

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| *Instruction Box – Delete when complete*   * *Describe the commitment and procedures related to equal opportunity and non-discrimination practices, it should align with the local legislation requirements.* * *Include a link to the Equal Opportunity and Non-Discrimination Policy [if applicable].* * *Commit to a zero-tolerance approach to discrimination or harassment based on protective characteristics, including race, colour, ethnicity, national origin, gender, gender identity, age, religion, disability, sexual orientation, marital status, veteran status, or any other protected characteristic under applicable laws.* * *State any accommodations the company makes for employees with disability, and provide the option for employees with disabilities to liaise with HR to ensure that their* * *Describe reporting channels for incidents related to discrimination or harassment. This could be through the existing grievance mechanism or incident reporting procedure, standalone sexual harassment reporting procedure and/or whistleblowing mechanism, depending on the specific reporting channels and resources available at your company.* * *The section below is generic. Review and modify as required for your company.* |

The company is committed to providing a workplace that promotes equal opportunity for all employees and applicants, free from discrimination, harassment, or bias. We believe in fostering a culture of diversity and inclusion, where all individuals are valued and respected, regardless of their background or personal characteristics.

**6.10.1 Equal Opportunity**

The company ensures equal opportunities in all aspects of employment, including recruitment, hiring, training, promotion, compensation, and benefits. All employment decisions are made based on merit, qualifications, and business needs, without regard to race, colour, ethnicity, national origin, gender, gender identity, age, religion, disability, sexual orientation, marital status, veteran status, or any other protected characteristic under applicable laws.

**6.10.2 Non-Discrimination**

The company prohibits any form of discrimination, whether direct or indirect, against employees or applicants. Discrimination includes treating individuals unfavourably or unfairly based on any protected characteristic. This applies to all stages of employment, from the recruitment process to termination.

**6.10.3 Harassment-Free Workplace**

Harassment, bullying, or intimidation based on any protected characteristic will not be tolerated. The company is dedicated to maintaining a respectful and safe work environment where employees can perform their duties without fear of being subjected to unwelcome or inappropriate behaviour.

**6.10.4 Reasonable Accommodations**

The company will make reasonable accommodations for qualified individuals with disabilities, as well as those with religious practices or needs unless doing so would cause undue hardship to the business. Employees seeking accommodations should contact HR to discuss their needs and possible solutions.

**6.10.5 Reporting Discrimination**

Employees or applicants who believe they have been subjected to discrimination or unfair treatment are encouraged to report the incident to HR or a designated representative. The company will promptly investigate all claims and take appropriate corrective action. Retaliation against anyone who reports or participates in an investigation of discrimination is strictly prohibited. [refer to the whistleblowing mechanism – if applicable]

## Sexual Harassment Policy and Procedure

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to Sexual Harassment as applicable to your company.* * *Include a link to the Sexual Harassment Policy and/or the Gender-Based Violence and Harassment (GBVH) Policy [if applicable].* * *Define sexual harassment. Definition should be along the lines of the following: “any unwelcome conduct of a sexual nature that affects the work environment or creates a hostile or intimidating atmosphere”. Provide illustrative examples of sexual harassment that may be relevant to the company.* * *Outline the company’s reporting channels for sexual harassment. The channels should be selected to align with existing systems and human resources but should also guarantee that victims have a confidential channel available which is conducive to handling sensitive information. Example channels could include in-person reporting to a manager, HR representative or a dedicated harassment case representative, reporting via email, phone or in writing.* * *Outline the company processes for reviewing and responding to cases of sexual harassment. This should include an investigation process to collect facts and physical evidence related to the incident, including interviews of the complainant, the accused, and any relevant witnesses.* * *Outline possible corrective actions that will be selected based on the findings of each case, with reference to measures defined in the disciplinary procedure where applicable.* * *State the company’s commitment to handling all reported cases of sexual harassment with confidentially.* * *State the company’s commitment to protecting employees who report sexual harassment from any form of retaliation, including dismissal, demotion, or adverse changes in employment conditions.* * *State the company’s commitment to providing support to victims, including counselling or legal assistance.* * *The section below is generic. Review and modify as required for your company.* |

**6.11.1 Definition of Sexual Harassment**

Sexual harassment is defined as any unwelcome conduct of a sexual nature that affects the work environment or creates a hostile or intimidating atmosphere. It includes but is not limited to inappropriate comments, jokes, or remarks of a sexual nature, unwanted gestures, physical contact, advances, requests for sexual favours, or other verbal or physical conduct that disrupts an individual’s professional performance or creates an uncomfortable work environment. The company maintains a zero-tolerance approach to such behaviour, whether occurring in the workplace or at work-related events.

**6.11.2 Procedure for Reporting Sexual Harassment**

Employees who believe they have been subjected to sexual harassment, or have witnessed such conduct, are encouraged to report the incident as soon as possible. The company provides multiple confidential channels for reporting, including direct reporting to a supervisor, HR, or a designated sexual harassment officer. Complaints can be made in person, via email, or through an anonymous hotline. Employees may also submit their concerns in writing. All reports will be treated with urgency and seriousness, and those who come forward will be protected against retaliation.

**6.11.3 Confidentiality**

The company is committed to ensuring that all reports of sexual harassment are handled with the highest level of confidentiality. Information regarding the complaint will be shared only with individuals involved in the investigation and resolution process, such as HR, legal counsel, or senior management. Efforts will be made to protect the identities of both the complainant and the accused, ensuring that personal details are disclosed only to the extent necessary to conduct a thorough investigation and resolve the issue. Confidentiality safeguards also extend to witnesses involved in the process.

**6.11.4 Investigation and Resolution**

Upon receiving a sexual harassment complaint, the company will promptly initiate a thorough and impartial investigation. This process may involve interviewing the complainant, the accused, and any relevant witnesses, as well as reviewing any available evidence. The investigation will be conducted promptly, ensuring fairness to all parties. Based on the findings, appropriate corrective actions will be taken, which may include disciplinary measures up to and including termination of employment, depending on the severity of the offence.

***6.11.5 Protection and Support for Complainants***

The company is dedicated to protecting employees who report sexual harassment from any form of retaliation, including dismissal, demotion, or adverse changes in employment conditions. Complainants and witnesses will be supported throughout the investigation process and beyond. Where necessary, the company will provide access to counselling services, legal assistance, or other support mechanisms to help affected employees manage the emotional and professional impact of harassment. All employees have the right to a safe, harassment-free workplace.

***6.11.6 Training and Awareness***

To foster a safe and respectful workplace, the company will provide regular training to all employees, including managers and supervisors, on the definition of sexual harassment, their rights and responsibilities, and how to report concerns. This training will align with international standards such as those set by the ILO and IFC PS2. Ongoing awareness campaigns will also be implemented to reinforce the company's commitment to preventing sexual harassment and ensuring compliance with the policy.

**6.11.7 Contacts**

The company will ensure that all employees have easy access to contact details for the designated office or personnel responsible for handling sexual harassment complaints. This includes:

HR representatives, Tel: …………………………….. email: ………………….@.com

the sexual harassment officer, Tel: …………………………….. email: ………………….@.com

[other appointed persons responsible] Tel: …………………………….. email: ………………….@.com

for managing reports and investigations.

In addition, contact information will be clearly posted on the company's internal platforms and regularly updated to reflect.

## Internal Grievance Mechanism

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to how Internal Grievances are handled in your company.* * *Include a link to the Internal Grievance Policy, if applicable.* * *See included as Annex B, an example of an internal grievance form* * *State the purpose of the grievance mechanism. The grievance mechanism is structured process designed to provide employees with a formal avenue to report any grievances.* * *Provide the definition of a grievance, which may include any misconduct, unethical behaviour, or workplace issues that affect employees well-being or the company's integrity. The company can provide examples of what does and does not constitute a grievance.* * *Outline the company’s reporting channels for grievances. These should be selected based on what is practical your company and aligned with existing systems and human resources. Both informal channels (e.g., verbally reporting a grievance to a manager) and formal channels (e.g., submitting a grievance in writing) for reporting grievances should be made available to employees. Anonymous channels (e.g., reporting through the company whistleblower procedure/an anonymous hotline) should also be made available.* * *Outline the company’s processes for reviewing and responding to grievances. The process should include clear timelines for acknowledgement of receipt of grievances, completion of investigations, and communication of outcomes. Employees should also be provided with the right to appeal any grievance, and provided with timelines for submission of appeal and communication of outcomes by the company.* * *The section below is generic. Review and modify as required for your company to ensure it aligns with your Company Internal Grievance Mechanism.* |

**6.12.1 What is an Internal Grievance Mechanism?**

An Internal Grievance Mechanism [link to Company Internal Grievance Mechanism] is a structured process designed to provide employees with a formal avenue to report any misconduct, unethical behaviour, or workplace issues that affect their well-being or the company's integrity. This mechanism allows employees to voice concerns in a secure and orderly manner, ensuring that these concerns are addressed by a designated authority within the organization. It also promotes a culture of transparency and accountability, enabling the company to resolve conflicts or issues efficiently.

**6.12.2 Raising a Concern**

Employees can raise concerns by following the established grievance process, which may involve:

* Firstly, speaking directly to a supervisor, manager, or designated grievance handler however if it is not resolved, the other options can be followed
* Submitting a written grievance form – using the grievance form attached hereto in Annex B, to the HR department or a designated Grievance Officer.
* Using an internal communication channel (such as a confidential email or portal) to report grievances.
* Reporting anonymously through an available whistleblower system, if preferred.  
  Details about the appropriate contact persons and channels should be clearly communicated to all employees and accessible via the company’s internal platform or handbook.

**6.12.3 Confidentiality and Anonymity**

To ensure the integrity of the grievance process and protect all parties involved, the company upholds strict confidentiality and, where applicable, anonymity:

* Confidentiality: The identity of employees who submit grievances will remain confidential throughout the investigation and resolution process. All related documents and communications will be securely handled, ensuring that only authorized personnel involved in resolving the issue have access to this information.
* Anonymity: Employees may submit grievances anonymously where feasible, although it is recognized that anonymity might limit the ability to conduct a thorough investigation.
* Protection from Retaliation: The company strictly prohibits any form of retaliation against employees who file grievances. Employees will be protected from any negative consequences, including discrimination, harassment, or unfavourable treatment, as a result of their participation in the grievance process.
* Clear Communication: Employees will be provided with clear instructions on how to submit grievances and will be informed of the safeguards in place to maintain confidentiality and anonymity. Transparent communication fosters trust in the grievance process, encouraging employees to report concerns without fear of retaliation.

**6.12.4 Feedback Timelines**

To maintain transparency and efficiency, the company will adhere to the following timelines when addressing grievances:

* Acknowledgment of receipt of the grievance within [x] business days of submission.
* Completion of an initial investigation or review within [x] business days.
* Communication of the investigation outcome or resolution to the employee within [x] business days, unless extended for valid reasons, in which case the employee will be informed of the delay.

These timelines ensure that employees are kept informed throughout the process and that grievances are handled promptly.

**6.12.5 Resolution and Appeal**

Once a grievance has been reviewed, a formal resolution will be communicated to the employee. Should the employee find the resolution unsatisfactory, they have the right to appeal. The appeal process includes:

* Submitting a written request for an appeal to a higher authority (e.g., senior management or an external mediator) within [x] business days of receiving the resolution.
* The appeal will be reviewed within [x] business days, with the final decision communicated to the employee.

This ensures that employees feel heard and treated fairly, with access to a clear path for escalating unresolved grievances.

## Termination of Employment

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to how terminations of employment are handled in your company.* * *Include a link to the Termination of Employment SOP [if applicable]* * *Outline employee entitlements in the case of termination. These should include outstanding wages, unused leave, and other accrued benefits as per company policy and local legislation* * *List the reasons that termination of employment may occur, such as voluntary resignation, dismissal for cause, redundancy, retirement, or the conclusion of a fixed-term contract.* * *Outline the company’s principles for handling terminations, including fairness, transparency and adherence to local laws and regulations.* * *State the procedures that must be followed by both the company and employees for each type of termination. For example:* * *The section below is generic. Review and modify as required for your company.* |

Termination of employment may occur due to various reasons, including voluntary resignation, dismissal for cause, redundancy, retirement, or the conclusion of a fixed-term contract. The company is committed to ensuring that all terminations are handled fairly, transparently, and in compliance with applicable labor laws and regulations, such as:

* Voluntary Resignation: Employees wishing to resign must provide written notice of their intention to leave the company, with the required notice period as outlined in their employment contract or as mandated by law. For more information, please refer to the Retrenchment Management Procedure.
* Dismissal for Cause: The company reserves the right to terminate employment without notice in cases of gross misconduct, breach of contract, or violation of company policies. In such cases, a thorough investigation will be conducted, and the employee will have an opportunity to respond to any allegations. For more information, please refer to the Disciplinary Procedure.
* Redundancy: Should a position become redundant due to business restructuring or economic reasons, the company will provide the employee with the necessary notice and severance pay, as required by law. The company will also endeavour to assist affected employees in transitioning to new roles where possible. For more information, please refer to the Retrenchment Management Procedure.
* Retirement: Employees approaching retirement age will be provided with appropriate notice and guidance on the process, including information on pensions and other retirement benefits.
* Fixed-Term Contracts: For employees on fixed-term contracts, employment will automatically terminate at the end of the specified term unless an extension is agreed upon by both parties.

In all cases, employees will be entitled to receive any outstanding wages, unused leave, and other accrued benefits as per company policy and local legislation. Any company property must be returned, and exit procedures completed before the final settlement is made.

## Records Management

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to how records are managed in your company.* * *Include a link to the Record Management SOP [if applicable]* * *Describe the Company’s Standard Operating Procedure (SOP) for recording and storing important employee information such as contracts, performance review records, training records, leave records and disciplinary records. Specify the retention period for storing different documents in line with local laws and company policies. Document the company’s method for disposal of documents once the prescribed storage period has ended, ensuring appropriate measures to prevent unauthorized access or retrieval. Reference the appropriate company data policies/procedures which guarantee the privacy and security of employee records stored by the company.* * *The section below is generic. Review and modify as required for your company.* |

**6.14.1 Documentation**

The company is committed to maintaining accurate and up-to-date records of all employees to ensure efficient management of employment-related processes. The HR team will follow a Standard Operating Procedure (SOP) to manage employment records, including but not limited to the following:

* Employee Contracts: Signed copies of employment contracts and any subsequent amendments will be securely stored in the employee's file.
* Performance Reviews: Annual performance evaluations and any associated documentation will be retained to track employee progress and support professional development discussions.
* Training Records: A record of all mandatory and voluntary training completed by the employee will be maintained to ensure compliance with company policies and industry requirements.
* Leave and Absence Records: Documentation related to annual leave, sick leave, and other absences will be kept for accurate tracking and reporting.
* Disciplinary Records: Any documentation relating to disciplinary actions, grievances, or investigations will be securely stored and handled confidentially.  
  The HR Team will be responsible for regularly updating these records, ensuring their accuracy and completeness. All records will be securely stored, either in physical or electronic form, and access will be limited to authorised personnel.

**6.14.2 Retention and Disposal**

To ensure compliance with legal and regulatory requirements, the company has established a clear policy on the retention and disposal of employee records:

* Retention Periods: Employment records will be retained for the duration of the employee’s tenure with the company and for a minimum period after termination, as stipulated by local laws. The specific retention periods for different types of documents (e.g., contracts, performance reviews, tax records) will be clearly outlined in the HR SOP to ensure compliance.
* Data Protection Compliance: Employee records will be managed in accordance with data protection regulations, including but not limited to the secure storage of sensitive personal data and limitations on access. The company will ensure that any processing of personal data is done lawfully, transparently, and for legitimate purposes.
* Disposal of Records: Once the retention period has expired, employee records will be disposed of securely. Physical documents will be shredded, and electronic records will be permanently deleted in a manner that prevents unauthorized access or retrieval. The HR team will document the disposal process to ensure proper accountability.

Regular audits of record retention practices will be conducted to verify compliance with legal requirements and company policies.

## Data Protection

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to how data is protected in your company.* * *Include a link to the Data Privacy and Protection Policy [if applicable]* * *Outline the company’s key commitments regarding data privacy.* * *Detail the systems that the company has in place to ensure the security of employee data. The systems should cover data storage (physically or electronically) and access control measures.* * *Outline the measures in place to prevent data breaches (e.g., software systems, training, security protocols, and a procedure for responding to data breaches).* * *Outline the measures in place to report an incident.* * *The section below is generic. Review and modify as required for your company.* |

**6.15.1 Data Privacy**

The company is committed to protecting the privacy of employee personal data and ensuring full compliance with applicable data protection legislation, including the [insert relevant law, e.g., General Data Protection Regulation]. To this end, the following measures are implemented:

* Collection and Use: Employee personal data will only be collected, processed, and used for legitimate business purposes, such as payroll, benefits administration, performance management, and compliance with legal obligations.
* Consent: Employees will be informed of the purposes for which their data is collected, and where necessary, their consent will be obtained before data processing.
* Transparency: Employees have the right to know what personal data is being held, how it is used, and with whom it is shared. A privacy notice outlining these details will be provided to all employees.
* Data Minimization: Only the personal data necessary for the specific purpose will be collected and processed, in line with the principle of data minimization.
* Employee Rights: Employees have the right to access their personal data, request corrections, and, where applicable, request the deletion or restriction of processing of their data. Requests will be processed in a timely and compliant manner.

The company’s data privacy practices will be regularly reviewed to ensure continued compliance with relevant regulations and internal policies.

**6.15.2 Access and Security**

To safeguard sensitive employee data from unauthorized access, misuse, or breaches, the company enforces strict access control and security measures:

* Access Control: Access to employee personal data is limited to authorized personnel who require it for legitimate business purposes. Role-based access controls are in place to ensure that only individuals with the appropriate clearance can view or modify sensitive information.
* Secure Storage: Employee data, whether stored in physical form or electronically, will be securely protected. Physical documents will be stored in locked, access-controlled locations, while electronic records will be stored on secure servers with encryption and multi-factor authentication.
* Data Breach Prevention: The company implements security protocols, including regular software updates, firewalls, and antivirus programs, to prevent data breaches. Employees are trained on secure data handling practices, and suspicious activities are monitored and reported.
* Incident Response: In the event of a data breach, the company will follow its incident response plan, which includes notifying affected employees, reporting the breach to the relevant authorities (if required), and taking steps to mitigate any potential damage.

The company regularly reviews and updates its data security measures to ensure ongoing protection of employee data and compliance with evolving security standards.

## Monitoring, Audits and Review of Labor Compliance

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| *Instruction Box – Delete when complete*   * *Describe the procedures related to how the company will monitor and review legal and policy compliance.* * *Include a link to the Internal Audit SOP [if applicable]* * *Describe the company’s process for undertaking compliance audits of HR policies, procedures and practices. The description should include the frequency of audits, the scope of audits, and the process to address audit findings, for both internal and external audits. The company should reference the appropriate national and international standards that are considered for audits.* * *Describe the company’s approach to internal policy review. Describe the frequency of reviews; the best practice standard is at least every two years, or in response to changes in legislation or regulations which may impact a particular policy. The policy review process should incorporate feedback from employees, management, and other key stakeholders. State the roles within the company responsible for review and sign-off of any changes to policies.* * *The section below is generic. Review and modify as required for your company.* |

**6.16.1 Compliance Audits**

The company will conduct regular compliance audits to ensure that HR policies, procedures, and practices are fully aligned with both internal guidelines and applicable labor laws. These audits serve to identify areas for improvement, ensure adherence to international standards such as those set by the ILO, and verify that all employees are treated fairly and equitably.

* Audit Frequency: Compliance audits will be conducted at least annually, or more frequently if required by regulatory changes or internal risk assessments.
* Scope of Audits: The audits will cover all key HR areas, including but not limited to employment contracts, wages and benefits, working hours, health and safety measures, and grievance mechanisms.
* Internal and External Auditors: Audits may be conducted by an internal HR team or by an external auditor to ensure objectivity and thoroughness.
* Reporting and Action Plans: Findings from the audits will be documented, and any areas of non-compliance or inefficiencies will be addressed through a formal action plan. Management will be informed of the audit outcomes, and corrective actions will be implemented within a specified timeframe.

Regular audits help maintain high standards of labor compliance, mitigate risks, and enhance transparency in the company's operations.

**6.16.2 Policy Review**

To ensure that HR policies and procedures remain current, effective, and legally compliant, the company will conduct periodic reviews and updates. This process will ensure alignment with evolving legislation, industry best practices, and internal operational changes.

* Review Frequency: HR policies and procedures will be reviewed at least once every two years, or as necessary when there are significant legal or industry updates.
* Legal Compliance: Policies will be revised to comply with any changes in local labor laws, data protection regulations, and relevant international standards.
* Employee and Stakeholder Input: The review process will incorporate feedback from employees, management, and other key stakeholders to ensure that policies reflect the company’s operational needs and the workforce’s concerns.
* Approval Process: Updated policies will be reviewed by the HR department and senior management before formal adoption. All changes will be clearly communicated to employees, ensuring awareness and understanding of their rights and responsibilities under the revised policies.

Regular policy reviews ensure that the company stays in compliance with labor laws, promotes a fair and safe working environment, and maintains a proactive approach to managing HR-related risks.

# Annex A: Leave Application Form

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| **Leave Application Form** | **Ref No: [Insert Reference Number]** |
| **Employee Details** | |
| **Full Name** | [Insert Employee Name] |
| **Employee ID** | [Insert Employee ID] |
| **Department** | [Insert Department] |
| **Job Title** | [Insert Job Title] |
| **Contact Information** | [Insert Contact Number/Email] |
| **Leave Details** | |
| **Type of Leave Requested** | [Select from options: Annual Leave, Sick Leave, aternity/Paternity Leave, Compassionate Leave, Unpaid Leave, Study Leave, Other] |
| **Start Date of Leave** | [Insert Start Date] |
| **End Date of Leave** | [Insert End Date] |
| **Total Number of Days** | [Insert Total Days of Leave] |
| **Reason for Leave** | [Brief explanation for the leave request] |
| **Is Supporting Documentation Attached?** | [Yes/No] (e.g., medical certificate, travel plans) |
| **Alternative Contact During Leave** | [Insert Contact Details, if any] |
| **Leave Balance (for HR Use)** | |
| **Annual Leave Balance (Days)** | [Insert remaining leave days] |
| **Sick Leave Balance (Days)** | [Insert remaining sick leave days] |
| **Other Leave Balance (Days)** | [Insert details for other types of leave] |
| **Employee Declaration** | I hereby request leave for the dates specified above and confirm that the information provided is accurate. |
| **Employee Signature** | [Signature] |
| **Date of Application** | [Insert Date] |
| **For Manager/HR Use Only** | |
| **Approval Status** | [Approved/Declined] |
| **Remarks** | [Insert any comments or special conditions] |
| **Manager’s/HR Signature** | [Signature] |
| **Date of Approval/Decision** | [Insert Date] |

# Annex B: Grievance Form

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| **Grievance Form** | **Ref No: [Insert Reference Number]** |
| **Employee Details** | |
| **Full Name** | [Insert Employee Name] |
| **Employee ID** | [Insert Employee ID] |
| **Department** | [Insert Department] |
| **Job Title** | [Insert Job Title] |
| **Contact Information** | [Insert Contact Number/Email] |
| **Date of Grievance Submission** | [Insert Date] |
| **Grievance Details** | |
| **Type of Grievance** | [e.g., Workplace Discrimination, Harassment, Misconduct, etc.] |
| **Date/Time of Incident** | [Insert Date and Time] |
| **Location of Incident** | [Insert Location] |
| **Description of Grievance** | [Provide a detailed description of the incident and/or grievance] |
| **Names of Individuals Involved (if any)** | [Insert Names] |
| **Witnesses (if any)** | [Insert Witness Names] |
| **Supporting Documents Attached** | [Yes/No] (Attach relevant documents, emails, etc.) |
| **Desired Outcome or Resolution** | [Specify the action or resolution sought by the employee] |
| **Employee Declaration** | I hereby declare that the information provided in this form is accurate and true to the best of my knowledge. |
| **Employee Signature** | [Signature] |
| **Date** | [Insert Date] |
| **For HR/Management Use Only** | |
| **Received By** | [Insert HR Personnel Name] |
| **Date of Receipt** | [Insert Date] |
| **Action Taken** | [Describe the actions taken to address the grievance] |
| **Outcome/Resolution** | [Specify the resolution and date of resolution] |
| **Date of Resolution** | [Insert Date] |
| **Signature of HR/Management** | [Signature] |